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A N N U A L R E P O R T

City of Carlsbad



State of **EFFECTIVENESS**

Introduction

This State of Effectiveness Report is designed to provide an overview of the City of Carlsbad's overall performance in many different service areas. This report represents the sixth full year that the City of Carlsbad has been involved in performance measurement. The departmental performance measures, growth management measures and citizen survey results are contained in this report. The summaries are organized by Council Strategic Goal and are subdivided into service delivery areas where appropriate.

Departments are encouraged to develop outcome-based measures. The achievement of the desired outcomes is focused on three related areas * service delivery, cost efficiency, and customer satisfaction. This process of defining and measuring these three areas helps provide a balanced approach in evaluating the overall effectiveness of a department or service. The report, where applicable, indicates compliance with the Growth Management Standard for that particular service, and highlights any relevant results from the annual citizen survey. Included this year are introductory summaries for each City Council Strategic Goal. These summaries are a consolidation of the information contained within each of the measures. By focusing greater attention on the summaries, staff is able to better identify the overall effectiveness of the service area. Since the organization's efforts to accomplish the Council's strategic goals involve management goals, those goals are also listed.

The performance measurement process represents the feedback loop between organizational effort and

achieving the desired outcomes. In Carlsbad, the State of Effectiveness Report also represents the beginning of the next goal cycle. At the beginning of each calendar year, the results of the citywide public opinion survey are finalized and presented to Council at their annual goal-setting workshop. The State of Effectiveness Report is also completed and published at this time. The survey results and the report provide information that helps influence strategic priorities for the upcoming year. Based on direction from Council, departments develop goals and cost estimates for new programs, which are then included in the City's budgeting and management goal process. Departments implement new programs, measure results, contact other agencies for benchmarking, and analyze data during the second half of the calendar year.

The format of this year's State of Effectiveness Report is similar to last year's. There are many new measures in this year's report there are still parts of the organization that are not fully integrated into the performance measurement program. Staff will continue to develop measures in the coming year.

Lastly, staff would like to thank the various Departments actively engaged in continuous improvement through the Performance Measurement process. These service providers are openly committed to the efficient delivery of services to the people who live, work, and play in the City of Carlsbad. Defining an outcome and measuring progress towards improving that outcome can be difficult and staff thanks all participants for their commitment to continuous improvement.

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Top Quality Services – Safety

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Water Service Delivery
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Water Service Customer Satisfaction
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Balanced **Community Development**



Balanced **Community Development**



Be a city that
connects
community,
place and spirit,
through
balanced and
economically
sustainable
land uses



Balanced Community Indicators

- Code Enforcement Responsiveness
- Code Enforcement Cost
- Code Enforcement Customer Satisfaction
- Section 8 Program Assessment
- Planning General Plan Implementation
- Planning Citizen and Customer Satisfaction
- Redevelopment Property Values, Sales Tax, and Vacancy Rates
- Redevelopment Investments
- Redevelopment Visitor Satisfaction

Management Goals

- Update Title 20, Subdivision Ordinance
- Fire Station No. 6
- Fire Station No. 3 Relocation Feasibility Study
- Village Retail Analysis Wants & Needs
- Village Redevelopment Standards Amendments
- Streamline CUP Process
- Carlsbad Centre City Gateway
- Development Process Review
- Public Works Facility

Why is it important to Carlsbad?

A balanced community in Carlsbad ensures a diversity of high quality housing, jobs, shopping and recreational opportunities and more for its citizens. The Planning Department maintains and implements the General Plan. This is critical to the successful development of the City and a balanced community as expressly desired by its citizens.

Citizens expect a responsive Code Enforcement system that enhances the quality of life of City residents by requiring owners of property in non-compliance with City codes to come into compliance.

Through the Redevelopment Agency, redevelopment programs are implemented which are often the most effective way to breathe new life into older and often deteriorated or deteriorating areas. The areas can receive new focused attention and financial investment to revitalize the business climate, reverse deteriorating trends and gain active participation and investment by citizens which otherwise may not occur. The Housing office implements a variety of programs in an effort to assist the community in meeting its need for affordable housing.

Efficient use of Capital Improvement fund and producing timely projects is an important aspect of the development of this community. Staff endeavors to produce high quality projects as detailed in the City's CIP and as needed to satisfy the Growth Management Plan.



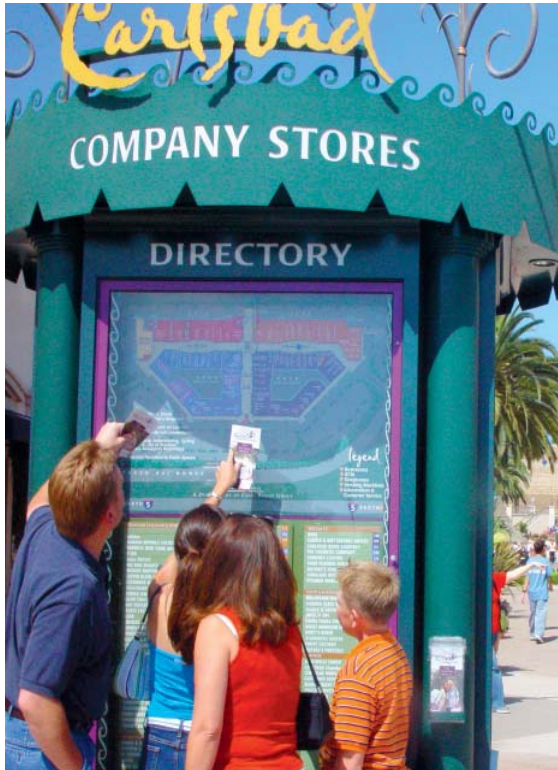
Code Enforcement

Code Enforcement cases increased about 22% in 2005. Expenditures were steady with no additional personnel added to this service area. Consequently there was a slight decrease in the case closure rates (-7%). The department's self-selecting survey respondents had positive comments about the professionalism, timeliness and ease of contact. Staff is reviewing the case-types and their methodologies to determine means to achieve code compliance without resorting to formal casework.

Staff is closing about 80% of cases within expected time frames. Cost per case (when closed) is at about \$350 each over the entire year. The repeat violations on the same property dropped slightly this year from 10% to 8%.

Land Use Planning

In the 2005 Citywide Annual Public Opinion Survey, residents were asked their opinions regarding the balance of land use and the quality of development throughout the City. Resident's perception of Balanced Land Use remained positive. However, there were residents that remained concerned about "Overdevelopment and Crowding" (e.g. traffic congestion, insufficient infrastructure, lack of open space). These issues are typical of growing cities and are addressed long-term through the City's Growth Management Plan.



Redevelopment

The Village Area has experienced another year above the benchmark in terms of Public/Private investment ratio. Two projects contributed most prominently to this: The Village by the Sea mixed use project, and the Laguna Point Luxury Condominiums. Both projects are keys to improving the North State Street Area.

Customer experience within the Village Area was measured in 2004. The results of that survey indicate that 61.3 percent of the respondents visit the downtown Village Area at least once a week. Respondents of the 2004 survey were asked to give their overall impression of Carlsbad Village by giving a rating from 0 to 10, with 0 meaning poor and 10 meaning excellent. The average rating was 7.99. A total of 86% of the respondents gave the Village a



rating of 7 or higher, which is in the good to excellent range. Dining was the most common reason given for visiting the Village Area. The Redevelopment Agency is conducting a needs assessment survey to determine additional ways to make the area more attractive to visitors, businesses and residents.

Property tax and sales tax increased by 3% and 13% respectively in the Village Redevelopment Area in 2005. Commercial vacancy rates were at 5% - within the benchmark standard of 5% or less. The Agency processed 10 Major and 14 Administrative Redevelopment Permits - both well above their benchmarks. The ratio of Public Funding to Private Investment was \$1: \$15. This is the third consecutive year of a positive Public: Private ratio.

Capital Improvement Program (CIP)

In this initial year of Performance Measurement for the CIP, Engineering Services reported that their average project delivery cost percentage was 23% - a smaller cost percentage than the top four performing cities in their benchmarking study. 10 of the 12 projects completed were below the 41% expected "soft costs" allowed for Engineering Services. 57% of the projects were completed within the approved construction schedule, although two projects missed their deadline by a few days. The actual construction costs for these 12 projects were all within approved budget (including change orders).

Citizens Connection



Citizen Connection



Be a city that
embraces
community
connectivity
through the
effective use of
technological
and interpersonal
mediums

Be a city that
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Community
connectivity
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Citizen Connection Indicators

- Volunteer Program Service Delivery
- Volunteer Program Cost Effectiveness
- Volunteer Satisfaction

Management Goals

- Cable Re-Franchisement Team
- Volunteer Assistance
- Presentation Technology Goal
- CCPS Engagement
- Municipal Wireless Connectivity
Needs Assessment

Why is it important to Carlsbad?

Adopted for the first time in 2004 by the City Council Citizen Connections as a strategic goal addresses the City's focused effort to improve ways for citizens to interact both technologically and interpersonally. The intent of this goal is to preserve and strengthen the fabric of the community, which should advance the quality of life enjoyed by the residents of Carlsbad.

Volunteer Program

With the development of the City's Volunteer Coordinator position in 2003, the City has begun the process of providing high-level coordination in building a comprehensive Volunteer program that encompasses the City as a whole. This past year the Volunteer program was able to utilize almost 50,000 hours of volunteer service, which comprised more than 1,000 volunteers and represents a value to the City of approximately \$1 million. It is anticipated that the volunteer program will continue to develop and grow over the coming years.



Public Opinion Survey

Included in the 2005 Public Opinion Survey was the question "How would you rate Carlsbad in terms of the opportunities available for citizen involvement? On a ten point scale, with ten being the highest, residents rated the City 7.69. Also on the Public Opinion Survey was the question "How would you rate Carlsbad in terms of the citizen's sense of community and civic pride?" Again the City received positive ratings 7.94

These two statements are evaluations of how well the city promotes residents' interest in participation in community activities and their identification with the community. In 2005 this rating saw almost a full point increase over 2004. While these ratings are slightly lower than the ratings for other questions regarding general impressions of the community, the City is showing improvement and will continue to develop civic involvement opportunities for its residents.

What does this mean to Carlsbad?

Citizen Connection is a developing council goal that represents the City's transition from an organization focused on building the "hardscape" of the City to an organization that spotlights the nurturing of the community character and spirit.



Volunteers

In the fiscal year 2004/2005, volunteers donated 46,887 hours of time. Using the Independent Sector's calculations adjusted for inflation, that time was valued at an attention-getting \$951,422.32—a gift to the City of Carlsbad of almost \$1 million.

The table to the left lists the percentage of City volunteers that rate the mentioned aspects of the volunteer experience as good or excellent.

BENCHMARK	2005
Overall recruitment and orientation process	75%
Training received to perform volunteer assignment	74%
Supervisor in providing guidance and feedback	81%
Level of respect and recognition received	91%
Overall volunteer experience with the City of Carlsbad	92%

Communications



Communications

Ensure that community members, Council, and staff are well informed, continuing to be a more responsive government while providing a high level of citizen confidence in its government.



Why is it important to Carlsbad?

By creating and maintaining a balanced circulation system, the City is able to provide transportation choices and improvements to mobility.

The ability to move people and goods is essential to the economic vitality and quality of life in a region. Business location and expansion decisions, consumer choices regarding goods and services, and land values are largely a function of accessibility and are directly related to quality of life.



Communication Indicators

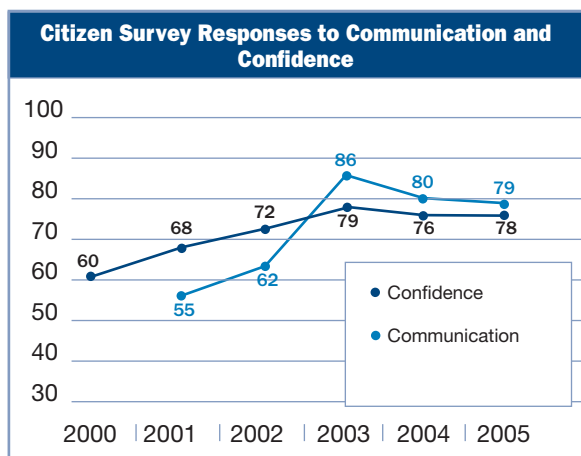
- Citywide Communications
- Communications Cost per Capita
- Confidence In Local Government
- Requests for Action
- Information Responsiveness

Communications continues to be a major area of effort and focus for the City. The City evaluates its communication efforts based on the level of information residents feel they have, the cost to provide information, the level of confidence residents have in local government, and the way in which the City responds to citizen requests.

A correlation has been established between the residents' ratings of communication and the their level of confidence in their City government - that is, the higher ratings that citizens give the City's communications, the higher they rate their level of confidence in the City organization.

Current Year Results

Results from this year's Citywide survey show that both citizens' feelings regarding Communication and Confidence stayed the same as last year (79% & 78% respectively). Communication expenditures per capita increased from the prior year (\$10.15 vs. \$13.55), however, staff believes this increase is due to more accurate cost reporting and is comparable to what the City has spent in this area over the past several years. The primary reason for the cost increase was the inclusion of the City's website, which accounts for more than \$2.50 of the per capita expenditure, or nearly 20% of overall communication expenditures.



Trends & Observations

While the City has not yet reached its benchmark in any of the categories, the five year trend shows a significant initial increase in results over the first three years followed by a recent leveling off. This trend is consistent in all aspects of communications, including costs when adjusted for accuracy, and though results have not improved in the last two years, ratings remain positive. Staff will continue to identify and evaluate more effective methods of outreach. This year the City developed a new performance measure on Request for Actions, and expects future results to provide valuable information as to how successful the City manages its customer relations.

Based on the City's capital construction program and increasing public expectations, there appears to be the need to further the City's communication and outreach efforts in the near-term. As is the case in other areas, the primary challenge facing the City will be to meet this increasing demand (scope, volume, and responsiveness) in a cost-effective and efficient manner.

Environmental **Management**



Environmental **Management**



Be an environmentally sensitive community by focusing on conservation, storm water, sewage collection and treatment, solid waste, and cost effective and efficient use of energy including alternative energy sources

Why is it important to Carlsbad?

With 42 square miles, 90,000 residents, three lagoons, six-plus miles of Pacific Ocean coastline and thousands of plant and animal species, protection and conservation of this natural environment is essential for a high quality of life. Most environmental issues have an impact beyond our city boundaries. It is essential that we coordinate efforts with citizens, outside agencies and industries to promote cooperative solutions to regional environmental issues. Cooperatively we need to research alternatives, promote conservation and continually protect the health and safety of those who live, work and play in the Community. By ensuring proper transmittal of wastewater, disposal of trash and aggressively monitoring potential pollutants, we help keep our environment clean and safe.



Goals

- Solid Waste Program Enhancements
- Solar Electricity
- Buena Interceptor Sewer
- Vista/Carlsbad Interceptor Sewer, Reaches 13-15
- Storm Water Maintenance Management Goal

SEWER

Sewer Indicators

- Sewer System Service Delivery
- Sewer Cost Efficiency
- Sewer Service Customer Satisfaction
- Growth Management
Sewer Collection System

Current Results

- Planned sewer main cleaning continues to exceed city maintenance goals.
- Operations of the sewer system are cost effective as we continue to perform within benchmark
- Continue to receive high customer satisfaction ratings
- The number and volume of sewage spills increased over previous years
- The percent of recaptured sewage spills decreased over previous years.
- Planned pump station maintenance did not meet city maintenance goals.
- In compliance with the sewer collection system growth management standard.



Trends and Observations

Public Works continues to analyze alternative work methods and identify possible contracting opportunities to improve the balance between scheduled versus unscheduled maintenance to ensure maintenance standards are achieved.

		% Maintenance Complete	
Activity		FY 2004	FY 2005
Sewer Main Cleaning	Benchmark		
Priority Sewer Every 3 Months	90%	103%	86%
Priority Sewer Every 6 Months	90%	186%	108%
Priority Sewer Every 12 Months	90%	93%	80%
VCP Sewer Lines Every 24 Months	90%	100%	100%
PVC Sewer Lines Every 36 Months	90%	100%	100%

SOLID WASTE

Solid Waste Indicators

- Solid Waste Cost
- Solid Waste Diversion
- Solid Waste Customer Service and Satisfaction

Current Results

- The solid waste program continues to report consistent results in all three areas – customer service, service delivery and cost.
- For the first time in seven years, solid waste rates increased. However, the rates continue to rank among the lowest in the County.
- The state mandated diversion requirement of 50% was exceeded – the 2004 diversion rate is projected at 57%.
- Customer service ratings are consistent with prior year results.



Trends and Observations

- The solid waste program continues to introduce enhancements to the citizens of Carlsbad. During FY 2006 three new programs will be available to residents including door to door Household Hazardous Waste (HHW) collection; composting and an HHW one day special collection event.
- The City maintains a good working relationship with the contractor responsible for operating this program. Through informal negotiations, the vendor has increased bulky item pick-up services and will expand recycling efforts by accepting mixed paper at curbside in the Spring of 2006.
- Citizen complaints are tracked in the City's RFA system, the majority of the complaints received in the area of solid waste are related to the limited recycling program the City offers. The introduction of enhancements to this particular program would most likely result in increased monthly rates to the residents. Staff continues to analyze this area, ensuring that enhancements to the program are cost effective.
- Hazardous Waste Collection is a service that typically receives some of the lowest customer service ratings (66% good or excellent). Two new programs will be introduced in 2006, which may have a positive impact on these ratings in the future.

Customer Service Ratings

YEAR	Trash Collection	Recycling Collection	Household Hazardous Waste Collection
Benchmark	≥90%	≥90%	≥90%
2003	88.6%	82.7%	69.5%
2004	87.3%	81.5%	68.2%
2005	87%	83%	66.3%



STORM WATER

Storm Water Indicators

- Storm Water Protection Cost
- Storm Water Service Delivery
- Storm Water Protection Customer Service and Satisfaction
- Growth Management Drainage
- Growth Management Waste Water Treatment Facilities

Current Results

- Response time goals were met for on-site investigation of reports of illegal discharge into the storm drain system. In over 90% of all active cases (12 cases in 04-05), a Storm Water Protection staff member was dispatched within 30 minutes.
- Storm Water personnel operate efficiently, three of the four components of the cost measure are the lowest when compared to our benchmark partners.
- The water quality measure is currently focused on Agua Hedionda Lagoon and Agua Hedionda Creek as a pilot program. Staff monitors water

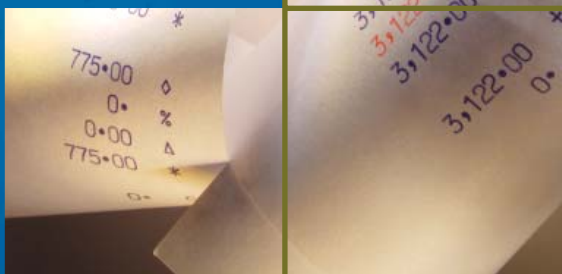
quality of one site at the creek upstream of the lagoon, and three sites on the lagoon. Samples from the lagoon sites rated good or fair for all three measures, namely fecal coli form bacteria, dissolved oxygen, and turbidity. The creek site rated fair for fecal coli form, but it exceeded the benchmark six out of 12 monthly samples.

- Planned drainage maintenance activities did not meet City standards due to a lack of focused resources. However, several changes occurred at the end of FY 04-05 to implement improvements: a new vacuum truck was purchased and designated for full-time use for storm drain maintenance, new leadership was established to direct the program, and a team was put in place to meet monthly to help with track progress and make further improvements.

Trends and Observations

- A new NPDES permit is expected to be issued to the City of Carlsbad (as a member Copermittee) by the Regional Water Quality Control Board in the Spring of 2006. More, not less, will be required of the City to maintain compliance in all areas under the permit. The City will need to stress the importance of this permit to all personnel and develop programs to ensure cost effective compliance.
- Mandatory requirements to improve water quality will be issued in the next few years for impaired water bodies within the City of Carlsbad – specifically, Agua Hedionda Lagoon and Buena Vista Lagoon. These requirements will have long-term financial impacts to the City.
- The Regional Board has issued a draft Monitoring Order for Agua Hedionda Lagoon. When this order is implemented, annual expenses to comply with the order could run as high as \$250,000 (not including special studies) and will need to start being implemented by the Fall 2007. Other stakeholders in the watershed may share costs but this is based on their participation and signing of a Memorandum of Understanding.
- There have been no beach closures in the City of Carlsbad from high bacteria readings in Storm water runoff for the past three years.

Financial Health



Financial Health



Pursue and implement proactive strategies that support sustainable economic health and manage fiscal resources effectively



Financial Performance Indicators

- Business Licensing
- Financial Report Distribution
- Long Term Fiscal Condition
- Outgoing Payment Processing
- Finance Call Center Response Rate Effectiveness
- Risk Management - Claims Administration
- Risk Management - General Liability Expenditures

Management Goals

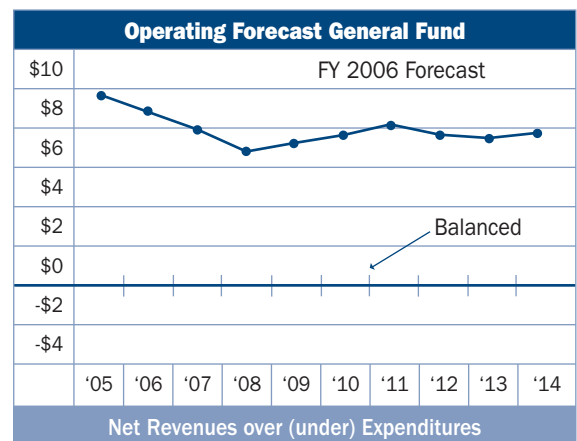
- Cash Handling/Refunds Process Improvement
- Tax Administration
- Business Improvement District
- Property Damage/Loss Claim Guidelines
- Records Retention Goal
- City Fiscal Policies
- Implement new GASBs 44 & 45
- Fixed Asset Management
- CIP Development Process
- Franchise Fee Audit

Why is it important to Carlsbad?

Financial health is the cornerstone of any viable organization, be it public or private. The City of Carlsbad has strong core values around fiscal conservatism, and the municipal corporation has devoted considerable effort to preserving its fiscal integrity for the foreseeable future.

The concept of financial health is most clearly illustrated by showing the net effect of the cost of services provided to the community and the revenues available to fund those services over a long period of time. By using a 10 year horizon the City's fiscal forecast provides a snapshot of the relationship between the cost of services and revenues over a period long enough to allow the City Council and public to identify trends, and to take action, if necessary, to avoid fiscal problems in the foreseeable future.

The City's ability to deliver top quality services over the long term depends on its success in balancing expenditures and revenues, effectively committing funds to programs that enhance the community's quality of life, insulating the City's revenue base from economic cycles, and the willingness to adjust the fiscal course before problems are encountered.

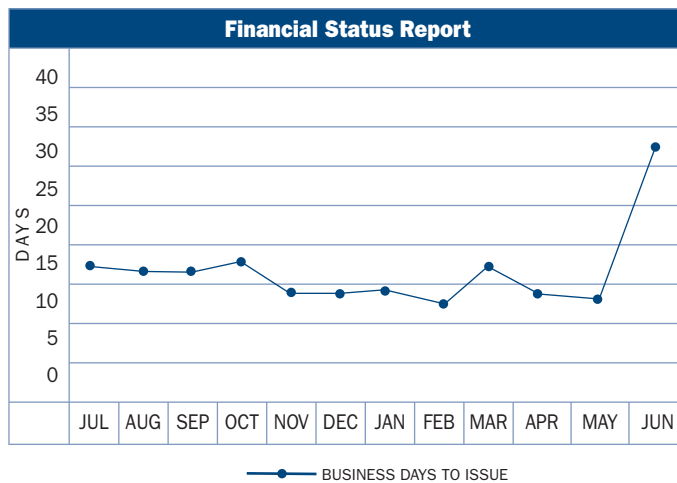


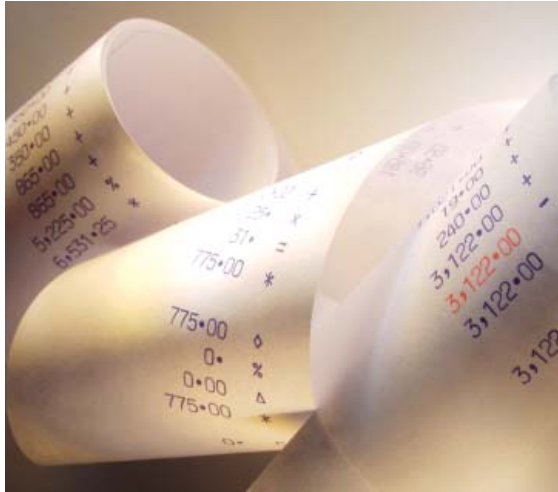
Pursue and implement proactive strategies that support sustainable economic health and manage fiscal resources effectively

Current Results

Carlsbad's long-term financial health could best be described as "guardedly healthy". The long term forecast projects a slight surplus (approximately 5% of the General Fund) over the next 10 years.

Based upon the results of the performance measures, the Finance Department continues to meet its objectives. The Finance department's ability to provide accurate and timely financial information is critical to the ongoing success of the municipal corporation, and they have improved in this area more than 13% over the past 5 years.





One area of concern is the trend in general liability expenditures. Although per capita liability expenditures went down this year (\$16.17 to \$12.30), it is still in excess of the national benchmark, and reflects the negative impact that a relatively few number of cases can have on Carlsbad's risk exposure.

Trends and Observations

The current forecast shows the City's General Fund Budget being balanced at least until 2012. However, this balance is dependant on a variety of factors, and could be adversely impacted if any of these are realized.

Potential factors are

- Unanticipated changes in the upcoming operational budgets,
- Increasing capital costs which have the potential to strain the general fund,
- National, state and local expenditure trends which effect our revenue,
- Changes in the types and levels of service the City provides,

Carlsbad's economic health is partially due to its diversified general fund revenue base. This diversity helps to soften the effect of economic downturns, and allows the fund to grow at a stable rate during good economic periods. The major revenue sources in the general fund are:

- Property tax (30%)
- Sales tax (27%)
- Transient occupancy tax (TOT) (10%)
- Development revenue (5%)
- Franchise Tax (5%)

Carlsbad's financial future includes a projected decline in development related revenues as the City approaches buildout. This reduction is offset by the expected increases in property tax, sales tax, and TOT resulting from the development of residential, commercial and office property during the forecast period.

Learning, **Culture** & Arts



Learning, **Culture & Arts**



Promote
and support
continuous
learning, cultural
opportunities and
the arts within
the community
and the city
organization



Promote and support continuous learning, cultural opportunities and the arts within the community and the city organization



Learning Indicators

- State Library Ranking
- Library Cost Effectiveness
- Library Satisfaction
- Recreational Sportsmanship
- Recreational Customer Service and Satisfaction
- Recreational Cost Effectiveness
- Growth Management Library

Management Goals

- Top Quality Leadership Program
- Learning Center
- Staff Support for Volunteer Program
- Supervisor Training
- Community Development-Skill Assessment and Appraisal



Library

The Carlsbad Library continues its ranking of 1st out of 33 libraries for cities within California having a similar population. Improvement was shown in three of the 13 categories evaluated. For the third year in row respondents to the Citizen Survey rated Library services as “Good to Excellent” 97% of the time. The Library has also assembled a team of managers to develop a balanced scorecard to establish cost measures related to service delivery standards.

The Library is currently in compliance with the growth management standard regarding square footage of space per capita. Population projections indicate that in 2013 the estimated population will exceed the existing library space. The Library is monitoring the population growth projections and researching expansion needed to meet that standard.

Arts

Arts is in the process of developing performance measures.



Why is it important to Carlsbad?

An organization that supports learning represents a community that will continue to grow, change and remain vital. Vitality is a key indicator of a community's ability to thrive and compete. Learning enables Carlsbad to remain both a top quality organization and community.





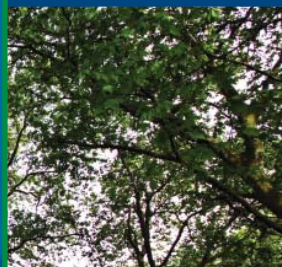
Recreation

The T.R.U.S.T program (Teaching, Respect, Utility, and Sportsmanship through Teamwork) continues to have a positive effect demonstrated by the continued high rankings received on the customer satisfaction survey. In the Youth Sports Leagues benchmark was achieved with rating of 95%. In the Adult Sports League there is continued improvement over a five year period from 55% to this year's 83%. In 2006 staff will continue to expand all aspects of the TRUST program to all recreational sections including Seasonal Youth Camps, Aquatic, and Senior programs.

In 2005 a comment card system was instituted and the response was extremely favorable from the public with all areas in 90%. While the evaluations were favorable the number of comment cards returned was low. Staff is reviewing the methodology and looking for ways to improve the number of respondents.

The Recreation and Parks operating cost was slightly above the benchmark with an increase this year of \$3.62 per citizen above last year. This total cost increase was affected by normal operating cost increase in addition to opening of two new parks and the increased cost of employee benefits.

Parks, Trails & Open Spaces



Parks, Trails & Open Space



Acquire, develop and maintain a broad range of open space and recreational facilities that actively address citizen needs which are fiscally responsible and are consistent with the General Plan and Growth Management Standards

... open space and
recreational facilities
that actively address
citizen needs ...



Parks, Open Space and Trails Indicators

- Park Service Delivery
- Park Maintenance Cost
- Parks Customer Service and Satisfaction
- Trails Service Delivery
- Trails Maintenance Cost
- Trails Customer Satisfaction
- Growth Management Parks
- Growth Management Open Space

Management Goals

- Alga Norte Park
- Senior Center Building Expansion
- Carlsbad City Golf Course Project
- Inventory of Park Trees

Why is it important to Carlsbad?

Parks, open space, and trails are an important part of the City for those who live, work and play in Carlsbad. They enhance the quality of life by providing attractive, colorful and diverse green spaces. Parks, open space, and trails encourage a healthy lifestyle by creating opportunities for recreation and relaxation. As the open space around the City diminishes, the preservation of natural areas becomes increasingly important.



Parks

This has been an unprecedented year in terms of Parks development. There are three major parks under construction or just completed – Aviara Community Park, Hidden Canyon Park, and Pine Park, and Alga Norte Park is being designed for construction. The Golf Course is under construction and other significant investments, such as Americans with Disabilities Act compliant tot lots and playground equipment and synthetic soccer field turf systems, have been installed at existing parks to improve the experience of local residents. Customer satisfaction of the Parks maintenance reached 94% good or excellent in survey results – the sixth consecutive year over 90%. Maintenance costs are being analyzed, refined, and compared to other agencies in order to economize the cost per acre required for these additional and existing facilities. The City continues to pursue the acquisition of additional parkland to satisfy the Growth Management Standard for park space. There are current park deficiencies in 3 of the City's 4 quadrants, however the City as a whole remains in compliance with the Growth Management Ordinance.



Open Space

The City's commitment to preserving Open Space is reflected in the 20-year old Growth Management Plan standard. Staff implemented the required 15% set-aside property from developers to ensure the City has at least 40% of the total land area as open space at build out. This set aside is in addition to environmentally constrained land that cannot otherwise be developed. It should be noted that Open Space has many forms, active recreational areas, passive recreation areas, public trails, and pristine habitat preserves. The City Council also appointed an Ad-hoc Open Space subcommittee to provide recommendations to the City Council. The City's Habitat Implementation Plan and associated funding mechanism has been completed and approved by the City Council.

Trails

In 2005, Carlsbad exceeded its benchmark of providing 4 miles of trails per year. Overall, about 6 miles of trails were added. These were generally developer provided trails located in the southeast quadrant. However, the City did add a section of the Coastal Rail Trail between Tamarack Avenue and Oak Street. Trails maintenance cost increased in their second year of this performance measurement. This cost is predicted to increase further as trails, equipment, and personnel are added to the trails system.

Acquire, develop
and maintain
a broad range
of open space
and recreational
facilities that
actively address
citizen needs ...



Top Quality Service
Internal Services



Top Quality Services
Internal Services



Be a city that
provides
exceptional
services on a
daily basis

Be a city that
provides exceptional
services on a
daily basis



Top Quality Service Indicators

- Overall Citizen Satisfaction with City Services
- Facilities Service Delivery
- Facilities Maintenance Cost
- Facilities Customer Service and Satisfaction
- Fleet Availability, Maintenance, Repair Cost & Customer Satisfaction
- Human Resources – Injured Employee Time Off
- Human Resources – Employee Turnover Rate
- Human Resources – Cost Efficiency
- Information Technology - Network Operability
- Information Technology – Cost Efficiency
- Information Technology – Service & Satisfaction
- Growth Management/City Administrative Facilities

Goals

- Performance Measurement Resource Team
- Technology Disaster Recovery Plan
- Human Resources Business Process Plan
- Integrated Financial & Personnel Management Systems
- HR Service Center Work Processes
- Library Balanced Scorecard Implementation
- Library Information Security/Privacy
- Recreation Department Marketing & Sponsorship Guidelines
- Naming Rights for City Facilities
- New Customer Service Initiative
- Section 8 Management Administrative Handbook
- PUD/Code Modifications
- Land Status Database
- Facilities Replacement Program Implementation
- Capital Improvement Projects
- Standard Operating Procedures for Maintenance & Operations
- Performance Improvement for Sanitation Operations
- Capital Improvement Projects
- Water & Sewer Work Management Program
- Assessment of Public Works Administrative Support Operations
- Contract Maintenance Inspection
- Downtown Maintenance/Enhancement Program
- Parks' Tot Lot Improvements
- Public Works Contract - Electronic Bidding
- Irrigation and Landscape Enhancement
- Fleet Inventory Control Program
- Fleet PM Maintenance Benchmarking Study
- Performance Improvement for Water Operations
- Technology Enhancement
- Construction Project Transition
- Northwest Quadrant Storm Drain Study
- Construction Specification Institute (CSI) Contract Document Update
- PW Performance Measurement Program
- CM Records Retention Update
- Management Goal Administration
- Citywide Customer Service Initiatives
- Leadership Team Achievement of MSA Goals
- Rancho Carlsbad Flood Control
- Maintenance Program Update
- Library Service Reorganization
- Tow Contracts



Why is it important to Carlsbad?

The City of Carlsbad is a full-service city providing a broad range of services, including: municipal water and sewer, refuse collection, police and fire services, and a public library system. Citizens expect their municipal government to provide services in the most effective and efficient manner possible. The Top Quality Services grouping is comprised of the internal, support areas of the City which enable the Citizen-facing City departments to accomplish their public mission.

The City uses a yearly public opinion survey as one way to determine satisfaction with municipal services that affect residents' daily lives, such as street maintenance, trash collection and public safety. Such surveys enable the City to identify strengths and weaknesses in the provision of services. The physical condition of City parks and facilities has a measurable impact on the resident's quality of life as well as the perception of visitors.



Current Results

- Citizens continue to have a very high level of satisfaction with the services provided by the City as measured by the city-wide survey.
- The number of days lost per injured employee claim is 37 days more than the ICMA average for cities our size. While the ICMA average days lost per claim decreased, the City of Carlsbad increased by 30 plus days.
- City facilities evaluated under the Maintenance Assessment Program were rated very highly by the observation teams. 94% of the respondents rated the overall condition of City facilities 7 or above on a 10 point scale. This rating exceeded benchmark for the fourth consecutive measurement cycle (Spring / Fall observations).
- The maintenance costs per square foot of building space is \$0.34 above the national mean, exceeding the benchmark.
- Fleet Maintenance costs are in-line with national standards, availability of vehicles is strong, and a new vehicle liaison program promises to increase timeliness of preventative maintenance services.
- The employee turnover rate for the City of Carlsbad is about 2 percentage points less than the ICMA average.
- The City's technology network is stable and functioning at a high level—88% of priority 1 and 97% of priority 2 calls are resolved within the goal time-frames.
- Customers of the Information Technology Department expressed a high level of satisfaction with the services offered and received. Just under 5,000 requests for technology service were processed by the department last year.



Growth Management

There are adequate City Administrative Facilities for the current population in Carlsbad, and the City is in conformance with the Growth Management Ordinance for City Administrative Facilities.

Trends and Observations

- Across the six years of the survey, the evaluation of Overall City Services has been very positive – over 90% of respondents have given ratings of Excellent or Good in each year. In 2005, the percentage of respondents rating city services as Excellent was the highest of any year surveyed.
- The increase in expenditures for Facilities is due to an increase in associated personnel costs (34%) and an increase in contracted services (64%)
- Police Department employees were responsible for over 60% of the Carlsbad's lost working days due to injury – with a total of 628 “lost days.” The Fire Department has improved in this area significantly over the last year, with a total loss of 193 days. Police and Fire employees together were responsible for 79% of the lost days. Senate Bill 899 / Workers’ Compensation Reform will play a significant role in reducing worker’s compensation costs. City staff is actively pursuing worker’s compensation claim closure and will work towards integrating and maximizing the efforts of accident prevention and claims management.

Top Quality Service
Public Safety



Top Quality Services
Public Safety



Be a city
that provides
exceptional
service on a
daily basis



Public Safety Indicators

- Fire Regional Study
- Emergency Medical Services Compliance Tracking
- Fire Special Operations
- Technology Enhancement
- CEMAT
- Joint First Responders Training Facility
- Future Policing Methods
- Police Process Improvements
- Emergency Operating Procedures
- Fire Emergency Operations Facilities Report
- Tow Contracts

Management Goals

- Building Inspection Services
- Building Inspection Cost
- Building Inspection Customer Satisfaction
- Fire Response Time
- Fire Operating Cost
- Fire Customer Service and Satisfaction
- Fire Stations Growth Management Standard
- Fire Emergency Medical Services Response Time
- Fire Prevention Inspections
- Fire Prevention Development Process
- Police Response Time
- Police Cases Cleared
- Community Perception of Crime
- Police Operating Cost
- Police Customer Service & Satisfaction



Building Department

The measures used to evaluate building inspection services are: the next day inspection rate, inspections per day per inspector, and the ratio of corrections. These three measures are used to evaluate consistent service delivery and were all within or close to accepted industry benchmarks.

Staff has the benefit of additional staff with an increase of productivity that has allowed it to handle a 36% increase in the number of approved inspections while experiencing only a 13% increase in expenses. The customer satisfaction survey showed that 100% respondents found the service to be excellent or good. The number of respondents was low, and staff is working on adjusting the survey mechanism.



Why is it important to Carlsbad?

The overall quality of life in Carlsbad depends to a large degree on community safety and resident's perceptions of safety. The citizens of Carlsbad have high expectations for the safety of persons and property. The City has made a conscious choice to have a responsive and responsible Public Safety element in the General Plan and as an operational priority. Proactive, service-oriented, Police, Fire and Building Department services enhance the safety of the people who work, live, and play in Carlsbad. This adds value to the everyday quality of life for everyone in the City of Carlsbad.



Police

Police response times reflect quality of service, and are influenced by a number of factors, like traffic circulation, staffing, and overall activity levels. The police department average response time for priority 1 calls is slightly longer at 6.8 minutes versus the 6 minute benchmark, while the times for priority 2 and 3 calls remain faster than the benchmark. This year is the first year of new CAD data, and the new data is being used to establish baseline measurement.

The overall positive perception of the police department is demonstrated in a number of measures. The crime clearance rate reflects a combination of investigative functions and performance of patrol and police records functions. This year Carlsbad ranks first in San Diego County for overall crime clearance rate, number two for violent crimes and number one for property crimes. A citizen's sense of safety in the community is dependent on a variety of factors with perception of police responsiveness being a key factor. The department has been close to or above the benchmark when citizens were asked whether they felt safe walking in their neighborhood. The final measure is the customer survey which met benchmark and supports the findings of the other measures.

The police department operating costs were slightly above benchmark at \$197 per capita. The increases resulted from a 16% increase in salary and benefits and operating costs associated with the public safety technology program.

Fire

Fire Department Response Time for First Unit on Scene		
BENCHMARK	Fiscal Year	Carlsbad
90%	2003-04	87%
90%	2004-05	86%

One of the critical factors in achieving a positive outcome in an emergency that threatens life, property, or the environment is providing emergency services as quickly as possible. Two fire department measures evaluate the critical component of response time. The first is the benchmark of eight (8) minutes for first unit on scene for all call types. This year it was slightly below benchmark at 86%. A new measure has been introduced this year focusing on Emergency Medical Services (EMS) calls for service. Two times are included in the measure capturing both the first unit with a benchmark of five (5) minutes and second unit with a benchmark of eight (8) minutes. The benchmark is based on industry standards for service delivery, specific to EMS calls.

Fire Department Customer Service Percent Reporting Good or Excellent			
	2002-03	2003-04	2004-05
BENCHMARK	≥ 95%	≥ 95%	≥ 95%
911 Dispatch	97%	98%	97%
Response Time	99%	98%	97%
Competence	100%	99%	98%
Courtesy	99%	100%	99%
Transportation	96%	100%	97%

The fire department annually conducts a customer service and satisfaction survey with emergency medical service recipients because those calls represent approximately 72% of all fire department calls for service. The survey results continue to validate the high level of customer satisfaction seen in previous years, with the vast majority of customers highly satisfied with a 98% average among the service areas evaluated.

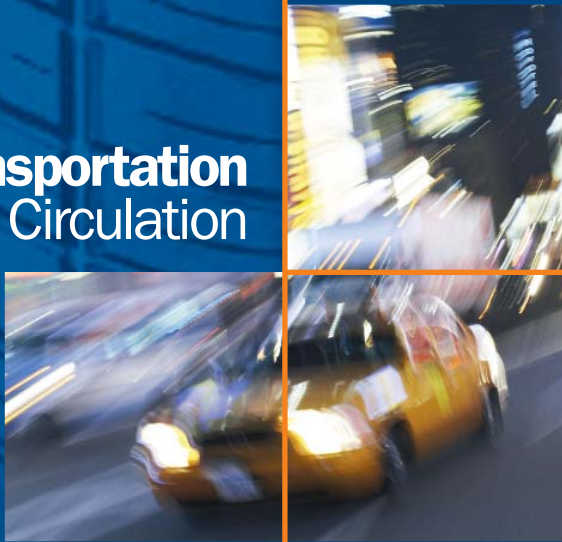


Fire Department Cost per Capita		
BENCHMARK	Fiscal Year	Carlsbad
\$100	1999-00	\$ 90
\$106	2000-01	\$101
\$109	2001-02	\$101
\$113	2002-03	\$105
\$117	2003-04	\$108
\$121	2004-05	\$119

The fire department remains slightly below the benchmark for expenditures at \$119 cost per capita. The department will continue to monitor revenue sources to assist in remaining compliant with the cost benchmark. Additionally the Fire Department remains in compliance with the growth management plan, specific to the fire resource distribution throughout the community.



Transportation & Circulation



Transportation & Circulation



Provide and support
a safe and efficient
transportation system
that moves people,
services, and goods
throughout Carlsbad



Why is it important to Carlsbad?

By creating and maintaining a balanced circulation system, the City is able to provide transportation choices and improvements to mobility.

The ability to move people and goods is essential to the economic vitality and quality of life in a region. Business location and expansion decisions, consumer choices regarding goods and services, and land values are largely a function of accessibility and are directly related to quality of life.



Transportation and Circulation Indicators

- Roadway Service Delivery
- Roadway Cost Efficiency
- Roadway Safety
- Roadway Circulation
- Roadway Reliability
- Transportation Customer Satisfaction
- Growth Management - Circulation

Goals

- Protective-Permissive Left-Turn Feasibility Report
- El Camino Real from Chestnut to Tamarack

Current Results

TRAFFIC

- Results of the 2005 Growth Management Traffic Monitoring program indicate that ALL roadway segments and intersections within the study meet the Growth Management Circulation Standard.
- In general, travel times on El Camino Real have increased. This is in line with the overall increase in traffic volumes from year to year. Construction work has also impacted travel times.
- Travel times on Palomar Airport Road have also increased but were found to be within the ranges established by previous studies. This is in line with the overall increase in traffic volumes from year to year. A notable exception is the decrease in travel times on Palomar Airport Road for the westbound direction during the am peak period. This may be the result of the newly added third westbound lane between the east City limits and Melrose Drive.
- The number of reported traffic collisions is consistent with previous years.

STREET MAINTENANCE

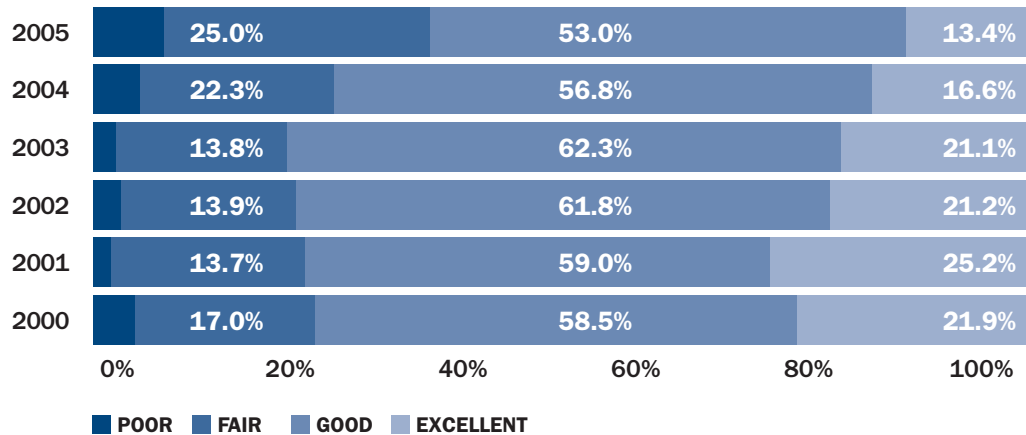
- The City's roadway inventory has increased due to the development of several large projects. These projects include Bressi Ranch, La Costa Greens and La Costa Oaks amongst others. While these additional roadways represent a significant addition in total lane-miles, they have not yet had an impact on overall programs costs. Consequently for 2005, the results show that expenditures in Carlsbad decreased from the previous year of \$592 per lane-mile.
- Staff continues to develop annual work programs to ensure preventive maintenance is performed. A number of new measures in this area have been developed; results will be included in next year's report.



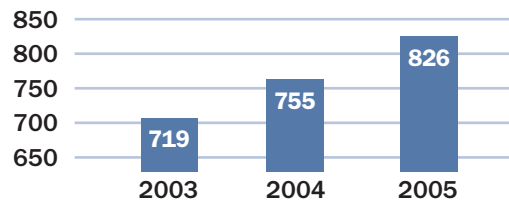
ROADWAY CONDITIONS

- The overall roadway conditions as monitored through the roadway condition index reflected an average rating of 90 for roadways within the City, exceeding the benchmark of 80 or greater.
- The road condition rating as reflected in the annual City of Carlsbad Public Opinion Survey shows 64% of responses as either "Good" or "Excellent." These results reflect a recent trend of decreasing satisfaction with road conditions. The positive ratings has slipped from encompassing over 80% of respondents in 2002-2003 to only accounting for 66% of respondents in the current year. A contributing factor to this decrease is the significant construction in the south part of the City resulting in roads being impacted by traffic control plans that reduce capacity and increase delays.

Overall Road Condition Ratings 2000-2005



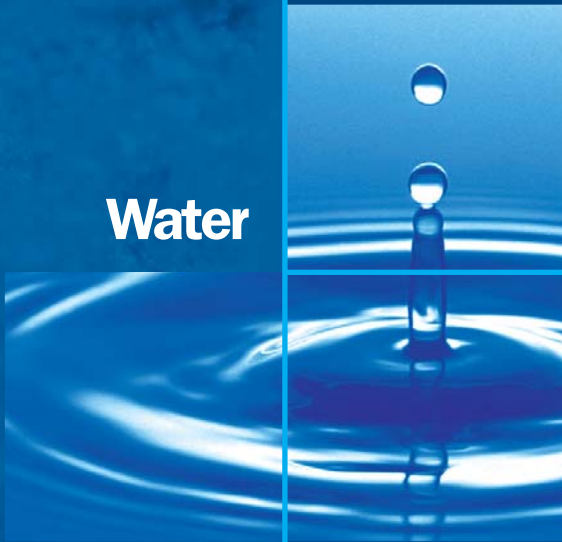
Increase in Mileage of Roadway



Trends and Observations

- Completion of a number of scheduled maintenance activities report results below benchmark. Staff continues to analyze alternative work methods to improve the balance of scheduled versus unscheduled work.
- As the roadway system continues to increase through development of the City, the challenges in trying to achieve the balance between scheduled and unscheduled maintenance will continue.
- The total increase in lane miles between 2004 and 2005 represented a 12% increase to the streets inventory, and while it did not have a corresponding increase on the budget this year, it is expected that it will have a significant impact in upcoming years.
- Current maintenance expenditures are running very close to budget. This is concerning as past budgets have not grown at the same pace as development. There is a concern that as the City grows larger and adds more roads, streetlights, and traffic signals, and more of these items begin to breakdown and need routine maintenance and repair, that the Streets maintenance workload continue to increase. This demand for service may result in the need for additional resources.

Water





Water

Ensure a reliable, high quality, diversified potable and recycled water system leading to a drought-resistant community, in the most cost effective manner.



Water Indicators

- Potable Water Quality
- Water Service Delivery
- Water Delivery Cost Efficiency
- Water Service Customer Satisfaction
- Recycled Water Service Delivery
- Recycled Water Delivery Cost Efficiency
- Growth Management Standard Water Distribution System

Goals

- Cathodic Protection Program
- El Camino Real Water Pipeline Improvements
- Water/Sewer System Connection Permits

Current Results

- The City continues to ensure that citizens have a diversified and reliable water supply
- Potable water quality continued to exceed the State's requirements
- The percent of unaccounted for potable water decreased slightly from prior year
- Annual inspections and testing of recycled water use sites exceeded city maintenance standards.
- Customer service ratings remain high
- The costs to maintain the potable water system are within benchmark

PHASE II

The Phase II recycled water project has five main elements including:

- A 4.0 MGD Carlsbad Water Recycling Facility (advanced tertiary treatment plant)
- A flow equalization facility
- Over 24 miles of pipelines
- Three booster pumping stations
- Improvements to an existing 54 million gallon earthen reservoir (Mahr Reservoir)

The new 4 MGD Carlsbad Water Recycling Facility began construction in August 2002 and final completion occurred in October 2004. The flow equalization facility was a joint venture project with the Encina Wastewater Authority and was completed in November 2005. The pipelines started construction in January 2004 and will be completed April 2006. All pumping stations are under construction and will be completed by August 2006. Mahr Reservoir is under construction and will be completed December 2006.

Initial operation of Phase II facilities is planned to begin in the spring of 2006, and the total system will be operational by the end of 2006.



Why is it important to Carlsbad?

The health and safety of all who work, live and play in the City of Carlsbad is dependent upon a reliable, high quality supply of water.

Carlsbad is located in an arid region and like most areas in Southern California, currently relies 100% on its supply of water from outside sources. Carlsbad strives to ensure that the water delivered to its customers is a high quality product, distributed in the most cost effective manner, with minimal water losses.

As these sources of water get depleted, it is critical for the City to research alternative methods of obtaining and providing additional sources of water for potable, as well as non-potable (i.e., irrigation, etc.) uses.

Trends and Observations

- Completion of scheduled maintenance activities continued to be below benchmark. Staff continues to analyze alternative work methods to improve the balance of scheduled versus unscheduled work
- As the water system continues to grow through development of the city, the challenges in trying to achieve the balance between scheduled and unscheduled maintenance will continue.
- The percent of lost (i.e., unused) recycled water continues to be high due to the city's obligation to purchase recycled water through take-or-pay contracts. This trend will continue, but will decline over time as existing services are retrofitted over to the recycled water delivery system and more customers become available to utilize the system.



CITY OF CARLSBAD Current and Projected Water Supplies (AFY)					
Water Supply Sources	2000	2005	2010	2015	2020
Purchased from SDCWA	18,917	20,200	13,475	14,891	17,607
Desalinated Seawater ^(a)	0	0	5,000	5,000	5,000
Recycled Water	1,803	2,000	5,000	6,300	6,300
Total	20,720	22,200 ^(b)	23,475	26,191	28,907 ^(c)

a) Denotes Carlsbad's option to purchase up to 25,000 acre-feet per year from Poseidon Resources or 5,000 acre-feet from CWA as per the Carlsbad/CWA MOU. (See discussion on Seawater Desalination).

(b) For calendar year 2005, the estimated demand is projected to be approximately the same as 2004 at 22,000 AFY. Significant rainfall during the months of January through April in 2005 reduced the landscape irrigation water demand.

(c) Ultimate demand is projected at 28,907 AFY including recycled water

Introduction

This State of Effectiveness Report is designed to provide an overview of the City of Carlsbad's overall performance in many different service areas. This report represents the sixth full year that the City of Carlsbad has been involved in performance measurement. The departmental performance measures, growth management measures and citizen survey results are contained in this report. The summaries are organized by Council Strategic Goal and are subdivided into service delivery areas where appropriate.

Departments are encouraged to develop outcome-based measures. The achievement of the desired outcomes is focused on three related areas * service delivery, cost efficiency, and customer satisfaction. This process of defining and measuring these three areas helps provide a balanced approach in evaluating the overall effectiveness of a department or service. The report, where applicable, indicates compliance with the Growth Management Standard for that particular service, and highlights any relevant results from the annual citizen survey. Included this year are introductory summaries for each City Council Strategic Goal. These summaries are a consolidation of the information contained within each of the measures. By focusing greater attention on the summaries, staff is able to better identify the overall effectiveness of the service area. Since the organization's efforts to accomplish the Council's strategic goals involve management goals, those goals are also listed.

The performance measurement process represents the feedback loop between organizational effort and

achieving the desired outcomes. In Carlsbad, the State of Effectiveness Report also represents the beginning of the next goal cycle. At the beginning of each calendar year, the results of the citywide public opinion survey are finalized and presented to Council at their annual goal-setting workshop. The State of Effectiveness Report is also completed and published at this time. The survey results and the report provide information that helps influence strategic priorities for the upcoming year. Based on direction from Council, departments develop goals and cost estimates for new programs, which are then included in the City's budgeting and management goal process. Departments implement new programs, measure results, contact other agencies for benchmarking, and analyze data during the second half of the calendar year.

The format of this year's State of Effectiveness Report is similar to last year's. There are many new measures in this year's report there are still parts of the organization that are not fully integrated into the performance measurement program. Staff will continue to develop measures in the coming year.

Lastly, staff would like to thank the various Departments actively engaged in continuous improvement through the Performance Measurement process. These service providers are openly committed to the efficient delivery of services to the people who live, work, and play in the City of Carlsbad. Defining an outcome and measuring progress towards improving that outcome can be difficult and staff thanks all participants for their commitment to continuous improvement.



www.carlsbadca.gov/chall/soepdf/soe2006.pdf